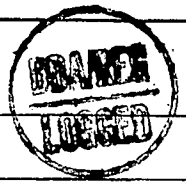
Declassified in Part - Sanitized Copy Approved for Release 2013/11/21 : CIA-RDP92G00017R000900200008-9

ROUTING AND RECORD SHEET

SUBJECT: (Optional)
Office of Security Efforts to Reduce Overtime



FROM:	EXTENSION	NO.
[redacted] Director of Security [redacted]	40149	OS 89-3152 STAT
		DATE 19 OCT 1989 STAT

TO: (Officer designation, room number, and building)	DATE RECEIVED	DATE FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. Deputy Director for Administration 6E-08 OHB				Rae:
2.				As one postscript to the attached, you should note that the permanent closing of the Northwest Entrance as a cost-saving measure is no longer under consideration. It will be kept open as a convenience to employees.
3.				
4.				
5.				[redacted] STAT
6.				
7.				
8.				
9.				
10.				
11.				
12.				Regraded UNCLASSIFIED When Separated from SECRET Attachment
13.				
14.				
15.				

DDA REGISTRY
FILE: 04M-39-AR

FORM 1-79 **610** USE PREVIOUS EDITIONS

☆ U.S. Government Printing Office: 1985—494-834/49156

Declassified in Part - Sanitized Copy Approved for Release 2013/11/21 : CIA-RDP92G00017R000900200008-9

Declassified in Part - Sanitized Copy Approved for Release 2013/11/21 : CIA-RDP92G00017R000900200008-9

OS 89-3152

19 OCT 1989

MEMORANDUM FOR: Deputy Director for Administration

FROM: [redacted] STAT
Director of Security

SUBJECT: Office of Security Efforts to Reduce Overtime

Attached is a study conducted by my Protective Programs Group on ways to reduce overtime costs. I have endorsed this study and requested an implementation plan be provided for my approval by 15 November 1989. The bottom line savings of this proposal is approximately $3.5 million. I am providing a copy of the proposal to the EXA/DDA as Chairperson of the Overtime Task Force. Some of the items in the proposal will require support at senior levels if they are to take effect. The Office of Security will work with you and the Task Force to implement these cost reductions while continuing to maintain the highest level of protection possible.

[redacted] STAT

Attachment

cc: EXA/DDA

Regraded UNCLASSIFIED When
Separated from SECRET Attachment

Declassified in Part - Sanitized Copy Approved for Release 2013/11/21 : CIA-RDP92G00017R000900200008-9

Declassified in Part - Sanitized Copy Approved for Release 2013/11/21 : CIA-RDP92G00017R000900200008-9

OS 89 8763
27 September 1989

MEMORANDUM FOR: Director of Security

VIA: Deputy Director, Physical & Technical Security

FROM: [redacted] STAT
Chief, Protective Programs Group

SUBJECT: Reduction of Overtime in the Protective Programs Group

1. With increasing attention being paid to various Agency components that have extensive overtime costs, Protective Programs Group (PPG) decided to undertake an internal critical zero-base review of all existing and projected requirements for Security Protective Officers, Escorts, and Monitors. Additionally, several PPG managers felt that the historical rationale used to establish a few of the Security Protective Officer (SPO) posts was unrealistic by today's standards and needed to be revalidated.

2. As a result of the review, PPG implemented several initiatives in an attempt to reduce and control overtime (O/T). Each Security Protective Service (SPS) requirement was carefully reviewed to make certain that an actual need exists for a SPS Officer. Results of the review revealed that several SPS Officers, who are currently performing predominately receptionist duties, should be replaced by Receptionists. Some requirements could be consolidated, or even eliminated, by the installation of technical security systems or replaced by a contract guard service. PPG identified approximately [redacted] manning requirements which could be eliminated or modified and still meet existing security needs. 25X1

3. PPG is working with the Office of Security Engineering and Services Group and Physical Security Equipment Division in an effort to identify technical systems which might be used to replace and/or supplement the SPS force. It is expected that the use of additional technical equipment, i.e. CCTV, alarms, and "mantraps", to name a few, will reduce existing SPS requirements and assist in providing coverage for future requirements.

[redacted] STAT

25X1 [redacted]

Declassified in Part - Sanitized Copy Approved for Release 2013/11/21 : CIA-RDP92G00017R000900200008-9

Declassified in Part - Sanitized Copy Approved for Release 2013/11/21 : CIA-RDP92G00017R000900200008-9

SUBJECT: Reduction of Overtime in PPG

4. It should be noted that there will be a negative response to eliminating some SPO posts. Some of the changes will be perceived as creating or perpetuating inconveniences to our employees, such as the proposal to permanently close Northwest Entrance.

25X1

[redacted]

ESCORTS:

5. Since the mid 1980s, the Escort and Monitor program has
25X1 grown from [redacted] staff Escorts and [redacted] Monitors to nearly [redacted] Escorts and [redacted] Monitors. The major impetus has been construction of the New Headquarters Building and the follow-up "Backfill" program. The Escort program has grown to the point that it must undergo a critical self-examination regarding it's basic function and how it is funded. Because of its enormous cost, a separate Inspector General (IG) investigation was conducted early this year. The IG report made one significant recommendation which was to change the Supplemental Escort salary to a straight $12.50 per hour instead of current O/T practices. If this recommendation is implemented, a savings of $660,000 per year would be realized. The Escort program was reconstructed during the past year to gain better managerial control over utilization of Escorts. Continuing efforts are underway to limit the use of or to get better coverage from existing Escorts. Several other O/T lowering methods could be implemented, but must be initiated by other Agency components such as Logistics, in order to realize significant savings. It must be remembered that the Escort function is an amorphous entity when compared to the Security Protective Service. SPS requirements are fixed and easily identified whereas Escort requirements change daily and are subject to influences from outside the Office of Security. To date the only other Agency office that budgets escort/monitor support is Office of Logistics, Facilities Management Group, Project Backfill (OL/FMG). During
25X1 this fiscal year FMG funded [redacted] for escort/monitor support. It is anticipated that FMG will continue to budget this requirement for the duration of the Backfill contract.

6. Many construction projects are scheduled on weekends, primarily as a convenience to contractors who hope to earn bonuses for completing work before established deadlines. It is PPGs understanding that most of the weekend/holiday work is conducted at the contractor's request and <u>not</u> because the Agency

Declassified in Part - Sanitized Copy Approved for Release 2013/11/21 : CIA-RDP92G00017R000900200008-9

Declassified in Part - Sanitized Copy Approved for Release 2013/11/21 : CIA-RDP92G00017R000900200008-9

SUBJECT: Reduction of Overtime in PPG

required it. It is ironic in that contractors often earn bonuses for completing jobs early, and we pay our Escorts and Monitors O/T to help the contractors earn these bonuses. It could be argued that PPG has never had enough daytime Escorts throughout the year to meet all of their Escort requirements. Although this may be true, PPG has never turned contractors away once they have arrived because of the Escort shortage, and has always attempted to use an economy of force within security prudence when assigning Escorts to positions. The amount of O/T expended for weekend/holiday Escort work in Fiscal Year (FY) 89 to date is as follows:

25X1

Staff Escorts -
Supplemental Escorts -
Independent Contractors -

Total to date in FY89 -

Projected total for FY89 -

7. A curtailed use of OS Security Escorts for weekend/holiday duties would result in a savings of $80,000 of O/T plus bonuses that might have been awarded.

8. There was a recent emphasis by OS to clear hundreds of contractor/repairmen who visit on a regular basis. That effort has already reduced Escort requirements somewhat. However, there still remain many uncleared Allied employees who must be escorted daily, particularly at night by Supplemental Escorts. If the same effort were extended to pending Allied and Contel employees, additional reduction of Escort requirements would follow.

9. An additional initiative underway is to modify the Independent Contractor (IC) green badged Escort's contract to require a minimum of one year's service. At present, the IC Escorts are easily picked off by other Agency components, which creates turmoil in Escort ranks. A one year requirement would help stabilize the work force and eliminate some O/T by not relying as heavily on the Supplemental Escort pool.

TECHNICAL AND CONSTRUCTION MONITORS:

25X1

10. PPG currently employs [ ] Security Monitors who oversee construction and renovation projects, as well as electrical installations both domestically and overseas. Most Monitors are

Declassified in Part - Sanitized Copy Approved for Release 2013/11/21 : CIA-RDP92G00017R000900200008-9

Declassified in Part - Sanitized Copy Approved for Release 2013/11/21 : CIA-RDP92G00017R000900200008-9

SUBJECT: Reduction of Overtime in PPG

Agency annuitants who work regularly throughout the year on a part-time basis or full-time for a partial year. PPG budgets and pays for the Monitors, but they are managed and directed by Construction Security Management Branch (CSMB). The Monitor program is, in effect, split between CSMB and PPG. PPG prefers that it be taken over in its entirety by CSMB and would transfer funds to accomplish the move. However, CSMB does not have the administrative support at this time to manage payroll. The duties and qualifications for the Construction and Technical Monitors vary with the expertise required. A Construction Monitor does not normally possess the skills that a Technical Monitor has developed through a career with the Agency or private industry. A Technical Monitor can perform the duties of a Construction Monitor but a Construction Monitor can not perform the work of a
25X1 Technical Monitor. When [ ] Construction Monitors were absorbed into PPG after the external completion of New Headquarters Building in 1987, most were being paid at a lower daily rate than the Technical Monitors already in PPG. To make the Construction Monitors feel equal to the Technical Monitors, and because of the availability of funds, management decided to compensate them at the same daily rate.

11. Current Fiscal Status: Monitors are currently paid a single eight hour daily rate of $166 for domestic and $190 for overseas assignments. When they work beyond the normal eight hour workday, they are compensated at the hourly domestic ($20.75) or overseas rate ($23.75). If they are unable to perform an eight hour work schedule, they are paid at a half day rate. When the Monitors received their current pay increases on 1 April 1989, planning for outyear funding was attached to the recommendation. PPG management has now determined that funds that were available for 1989 will not be available in 1990 and future years.

12. Current and Future Budget Status: FY 1989 PPG Monitor
25X1 program funds [ ] are taken from the overall Escort program
25X1 account [ ] Since the pay changes became effective on 1 April 1989, the cost for the difference in domestic versus
25X1 overseas pay amounted to an additional [ ] Projected annual
25X1 expense for the overseas differential is [ ]

13. Proposal: In order for PPG's Monitors to receive fair compensation for performance, the following proposals are submitted:

a. Compensate the Construction Monitors at a reduced amount of $125 per day while retaining Technical Monitors at the current $166 per day rate.

Declassified in Part - Sanitized Copy Approved for Release 2013/11/21 : CIA-RDP92G00017R000900200008-9

Declassified in Part - Sanitized Copy Approved for Release 2013/11/21 : CIA-RDP92G00017R000900200008-9

SUBJECT: Reduction of Overtime in PPG

b. Amend current Monitor contracts to eliminate the
25X1 overseas rate.

14. PPG is also undertaking efforts to reeducate other Office of Security components who are the driving forces in establishing SPO, Monitor, and Escort requirements. In the past, there seems to have been an impression that PPG had an unlimited manpower pool. When requirements were set, there seemed to be little thought given to the ultimate cost to the Agency. PPG has held several meetings with Domestic Security Branch, Construction Security Management Branch, and Information Security Group to explain the difficulties PPG is facing regarding expanding requirements.

SECURITY PROTECTIVE SERVICE:

SPS REQUIREMENTS WHICH HAVE BEEN CHANGED TO RECEPTIONISTS:

LOCATION	HOURS PER YEAR	OVERTIME SAVINGS
25X1		

Requirements noted above were primarily receptionist in nature. SPOs assigned to these positions have been replaced by IC Receptionists (recruited from IC Escort ranks), but several SPOs remain at these facilities to perform security and access control duties. PPG foresees no impact on convenience to employees or visitors by the above changes. Dollar amounts indicated are shown in terms of O/T reduction and reflect the January 1990 pay increase.

Declassified in Part - Sanitized Copy Approved for Release 2013/11/21 : CIA-RDP92G00017R000900200008-9

Declassified in Part - Sanitized Copy Approved for Release 2013/11/21 : CIA-RDP92G00017R000900200008-9

SUBJECT: Reduction of Overtime in PPG

SPS REQUIREMENTS RECOMMENDED FOR ELIMINATION:

LOCATION	HOURS PER YEAR	OVERTIME SAVINGS
25X1		

a. Walkways connecting OHB and NHB: SPOs are required to monitor unalarmed exterior doors. Work is underway to alarm these doors, and when the project is completed the SPOs can be transferred to higher priority requirements. It is estimated that 10 requirements will be eliminated by this action. There will be no impact on security or convenience.

25X1

c. Northwest Pedestrian Entrance (OHB): This entrance leads directly into GG corridor. The corridor also
25X1 functions as the entry point for roughly [redacted] contractors and hundreds of Security Escorts who gather there during the morning and afternoon rush hours. Congestion is severe during these rush periods. If the entrance was to be opened to unlimited pedestrian traffic, congestion would become uncontrollable with hundreds of construction workers, their equipment, Escorts, and employees stepping over each other during rush hour. The Northwest entrance has been closed on a temporary basis by OL for approximately

Declassified in Part - Sanitized Copy Approved for Release 2013/11/21 : CIA-RDP92G00017R000900200008-9

Declassified in Part - Sanitized Copy Approved for Release 2013/11/21 : CIA-RDP92G00017R000900200008-9

SUBJECT: Reduction of Overtime in PPG

four months while construction and renovation projects have taken place along GG corridor. The permanent closing of Northwest entrance would mean that a few employees must walk a longer distance to the Northeast entrance. OMS Safety Division and OL/FMG have been informed of PPG's desire to permanently close this entrance and have given verbal "no objection", provided the doors are maintained as emergency exits. However, other options are being explored at this time by FMG and OS to search for alternate locations other than the hallway for contractor/escort interface.

25X1

15. A significant impact on O/T savings would be seen if SPS operated with a full Table of Organization (T.O.) of officers, or more SPOs. Presently, the SPS has approximately people fulfilling requirements. That difference is the primary reason for in O/T. If SPS operated with a full T.O., a savings of $1,100,000 alone would be realized. If OP and OMS could be convinced to elevate SPO processing priorities it would, in turn, allow EODs to out race attrition and O/T would begin to drop.

25X1
25X1
25X1
25X1

16. Most of the above initiatives were discussed with the DDA Overtime Task Force on 12 September 1989. They recommended that the initiatives be forwarded to the DDA through the Director of Security for consideration.

Declassified in Part - Sanitized Copy Approved for Release 2013/11/21 : CIA-RDP92G00017R000900200008-9

25X1
Declassified in Part - Sanitized Copy Approved for Release 2013/11/21 : CIA-RDP92G00017R000900200008-9

Page Denied

Declassified in Part - Sanitized Copy Approved for Release 2013/11/21 : CIA-RDP92G00017R000900200008-9